

CORNELL UNIVERSITY  
OFFICIAL PUBLICATION

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*School of Business and  
Public Administration*

1953-54



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# *Faculty*

Deane W. Malott, A.B., M.B.A., LL.D., *President of the University*

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W. David Curtiss, LL.B., *Associate Professor of Law, Law School and the School of Business and Public Administration*

Archie T. Dotson, Ph.D., *Assistant Professor of Government, College of Arts and Sciences and the School of Business and Public Administration*

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Albert M. Hillhouse, J.D., Ph.D., *Professor of Public Administration*

Robert S. Holmes, LL.B., Ph.D., *Associate Professor of Accounting*

John G. B. Hutchins, Ph.D., *Professor of Business History and Transportation*

Edward H. Litchfield, Ph.D., *Professor of Administration and Director of Special Programs*

Edward A. Lutz, Ph.D., *Professor of Public Administration, College of Agriculture and the School of Business and Public Administration*

Arthur E. Nilsson, M.B.A., Ph.D., *Professor of Finance*

John M. Rathmell, M.B.A., Ph.D., *Assistant Professor of Marketing*

John W. Reps, M.R.P., *Associate Professor of City and Regional Planning, College of Architecture and the School of Business and Public Administration*

William H. Shannon, M.B.A., LL.B., C.P.A. (Kansas), *Professor of Accounting*

Harold H. Thurlby, M.B.A., *Professor of Marketing*

Paul P. Van Riper, Ph.D., *Associate Professor of Administration and Director of Student Placement*

Mr. Kenneth S. Barnes, *Librarian*

Mrs. Frances K. Rea, *Administrative Secretary*



## *School of Business and Public Administration*

THE PRINCIPAL purpose of the Cornell School of Business and Public Administration is to train men and women for professional careers in private business and the government service. Since the requisites of good administration in either field are more similar than they are different, an adequate preparation for business or for public administration requires familiarity with these universals of the management process as well as skill in the instrumental techniques of control for the improvement of decision-making and policy formulation. To this end, the student must be trained in the application of such approaches to the actual problems of business and government. In addition to this common discipline, each student is expected to develop a more specialized body of knowledge in a selected field of concentration from the broad offerings of the School and the University. Our purpose is to develop: (1) the student's knowledge of the problems and operating methods of business and government; (2) his knowledge of the sources of information upon which sound decisions must be based and his skill in the use of the techniques for assembling and interpreting such information; (3) his capacity and his own confidence in his capacity for making sound decisions in association with other persons; and (4) a sense of professional responsibility toward the social consequences of his actions.

The School of Business and Public Administration is primarily devoted to graduate instruction. Because of its intentionally limited enrollment, the School affords an intimate association of faculty and students and provides considerable opportunity for the development of a student's intellectual competence, his sense of responsibility, and his qualities of leadership. Moreover, as an integral part of a large university, rich in cultural, scientific, and technical centers of training and research, the School offers wide and flexible opportunity for selective study in other areas of the University in which the prospective student of administration has a particular interest. The combined program with Agriculture and the extensive use of specialized work in Regional Planning in the *City Management* concentration illustrate these possibilities.

## DEGREE PROGRAMS

*PROFESSIONAL DEGREES CONFERRED.* . . . The School of Business and Public Administration confers two degrees, the Master of Business Administration and the Master of Public Administration. The principal divergence in the courses of study occurs in the work of the second year. Consequently, although every student must indicate, upon entering the School, for which degree he is a candidate, it is possible to switch to candidacy for the other degree at the beginning of the second year in the School.

Candidates for either degree must complete courses carrying a minimum of 60 credit hours in the School in order to qualify for the degree.

*DEGREE WITH DISTINCTION* . . . The School of Business and Public Administration confers the degrees of Master of Business Administration and Master of Public Administration with Distinction upon a limited number of students. The attainment of one of these degrees indicates not only excellence in course work, but also a broad knowledge of both business and public administration in general and an ability to integrate effectively the materials of the separate courses.

To become a candidate for distinction a student must have at the beginning of his fourth term: (1) a scholastic average in his approved courses of 85 or better; and (2) the approval of the faculty.

To receive the degree with distinction a candidate must pass two examinations as follows: (1) a general written examination to be taken simultaneously by all candidates for distinction and to be given not less than three weeks before the beginning of the final examination period; (2) an individual oral examination before the faculty, to be given after the written examination but before the commencement of the final examination period.

Students who successfully pass these examinations are excused from final examinations in regular courses within the School.

Applicants for degrees with distinction should inform the chairman of the committee on degrees with distinction, Professor John G. B. Hutchins, of their desire to be candidates, not later than April 1.

*ADVANCED ACADEMIC DEGREE PROGRAM* . . . In addition to the professional degree, a student may qualify for the Doctor of Philosophy degree at the School of Business and Public Administration. As a candidate for this degree he would register in the Cornell Graduate School, not the School of Business and Public Administration, but he may elect to pursue his major studies and research within the field of Business and Public

Administration offered by this School. At Cornell, advanced academic degrees, such as the Doctor of Philosophy, are conferred under rules and regulations established by the University faculty and administered by the general committee of the Graduate School. Those interested should consult the *Announcement of the Graduate School*.

Credit toward fulfillment of the residence requirements for the Doctor of Philosophy degree may be granted for graduate work satisfactorily completed in qualifying for the professional degrees of M.B.A. and M.P.A. Such credit is not given automatically, however. It requires the satisfactory completion of a special program under the following procedure. A student must notify the School of his intention to pursue doctoral studies two semesters before the completion of his study toward the professional degree. If this intent is approved by the School, a special committee will be set up to guide and supervise the candidate's final year of work toward the professional degree. This program will include graduate-level study outside the School of Business and Public Administration as well as within it, with an emphasis on individual research; and it will include a special problem culminating in the writing of a comprehensive report or essay. On completion of this program, the special committee of the candidate will set and administer an oral comprehensive examination in the chosen area of concentration for the professional degree. On the basis of the candidate's over-all performance, the special committee will then recommend to the general committee of the Graduate School the amount of credit which should be transferred toward fulfillment of the residence requirements for the Doctor of Philosophy.

## PROGRAMS OF STUDY

The School of Business and Public Administration affords a variety of opportunities for study adapted to the particular needs of the student, depending upon his background, his abilities, and his primary vocational interests. The programs of study in specialized areas of business administration or in government administration are undertaken only after the student has demonstrated a reasonable understanding of the principles of management and of the use of the basic tools of management—methods of economic, financial, and statistical analysis, administrative accounting—as employed in the management process. Accordingly, in the two-year program leading to the professional degrees, the first year course of study is largely predetermined, confined principally to a “common core” of subject matter required to be taken by all students of the School.

*PROFESSIONAL DEGREE PROGRAMS . . .* On completion of the first year's common-core requirements, a candidate for the M.B.A. or the M.P.A. degree will select a field of concentration for more intensive study. Fields of concentration and the requirements in such fields are detailed under "Courses of Study."

It is recognized, however, that these more formal fields may not fit the needs of particular students whose backgrounds or career prospects dictate more individualized consideration. Providing a student can justify the need and demonstrate the ability to carry a program of study and research more specifically tailored to his interests, a faculty committee will assume the supervision and development of such a program. This program may include approved courses elsewhere in the University, special reading and research courses, a possible research project to be carried out in the field and supported by a research report, and it may involve general examinations, oral and written, to be administered in lieu of course examinations in selected fields of study. The amount of credit allowed for such work will be determined by the faculty committee with the approval of the Dean.

*THE COMBINED PROGRAM WITH THE COLLEGE OF AGRICULTURE . . .* Substantial opportunities exist in government agencies, in private industry, and in cooperatives for men with a background in agriculture who are trained in business and public administration. Recognizing the unique advantages at Cornell for such a program, the College of Agriculture and the School of Business and Public Administration have approved a combined program of studies in Agricultural Management that permits a more effective blending of the work of the two schools than would be feasible for nonagricultural students.

The details of this combined program, which may lead to either the M.B.A. or M.P.A. degree, and of the possible options within this concentration, are shown under "Courses of Study."

*ADVANCED ACADEMIC DEGREE PROGRAM . . .* Unlike the curriculum for the professional degree, the plan of study and research developed for the candidate for an advanced academic degree will be determined exclusively by the candidate's special committee and tailored to his needs. The special committee is chosen to represent the major and minor subject areas presented by the candidate, and his acceptance to candidacy as well as the program of study recommended depend on the results of a qualifying examination as detailed in the *Announcement of the Graduate School*.

*THE EXECUTIVE DEVELOPMENT PROGRAM* . . . With the increasing specialization in industry, in government, in the laboratory, in the hospital, and in other large-scale organizations has come an increasing tendency to recruit executives from the ranks of technical and specialized personnel. The School of Business and Public Administration offers a training program for men in business and government who find it necessary to make this conversion from one occupation to another. It is particularly intended for persons with five to ten years of practical experience whose management responsibilities have been but recently assumed or recently broadened.

In keeping with the School's general philosophy of small groups in which a maximum of group participation is possible, each program is restricted to from twenty to twenty-five persons. The instruction will be offered once each year for a period of six weeks. Total costs for tuition, food, and lodging are approximately \$1200.

Instruction in this advanced program will cover three major areas. The content of management will include discussion of policy formulation, organization, personnel, planning, finance, and administrative responsibility. The context of modern management will explore long-term trends in the growth of the modern corporation, patterns of world trade, the nature and consequences of government controls, the shifting of world markets in the East-West conflict, the objectives of alternative foreign policies, and a variety of related subjects. The psychological problems of management will comprehend the psychology of delegation, the significance of the individual worker in the enterprise, and similar questions confronting the specialist who must become a generalist.

## THE STUDENT ASSOCIATION

Students in the School of Business and Public Administration, through their own closely knit Association, have taken a positive and active part in promoting their own and the professional interests of the School. Outstanding in their achievements have been the development of a Supper Club program, through which business and public leaders are brought to the campus periodically for informal discussion of important issues of general interest, and of a Management Conference which has become a major annual event in the program of the School.

*THE SUPPER CLUB PROGRAM* . . . Among visiting speakers at the School of Business and Public Administration during the year 1951-52 who addressed the Supper Club or the student body were the following: Lyndon O. Brown, Vice President, Dancer, Fitzgerald & Sample;

Dr. Walter H. C. Laves, Vice-President, Governmental Affairs Institute; Milton Mandell of the U.S. Civil Service Commission; Richard Scammon, Director of Division of Research for Europe, The State Department; Lt. Col. Kendall C. White, Stock Control Agency of the Signal Corps; H. Lawrence Wilsey of the Mutual Security Administration; Eugene Zuckert, Commissioner, Atomic Energy Commission.

*THE ANNUAL MANAGEMENT CONFERENCE*... This Conference was conceived, organized, administered, and promoted by the Student Association itself. So successful was the first Conference that it has become an annual event. The students themselves choose the topic, organize the program, select the speakers, chair the meetings, and handle the promotion, the administration of the Conference, and the publication of the proceedings.

Four Conferences have now been held. The last (April 18-19, 1952, at Statler Hall), on "Expansion or Contraction," brought together a panel of nationally known speakers including Fleur Cowles, Associate Editor, *Look* and *Quick*; Martin R. Gainsbrugh, Chief Economist, National Industrial Conference Board; Lowell B. Mason, Commissioner, Federal Trade Commission; Edward T. McCormick, President, New York Curb Exchange; Joseph N. Pew, Jr., Chairman, Board of Directors, Sun Oil Company; Robert Ramspeck, Chairman, U.S. Civil Service Commission; and William Zeckendorf, President, Webb Knapp Inc. Some eighty businessmen and women from outside Ithaca attended this two-day session.

## REQUIREMENTS FOR ADMISSION

Admission to the School of Business and Public Administration as a candidate for either the M.B.A. or M.P.A. degree is open to graduates of recognized colleges, universities, or technical schools in this country and abroad who hold a baccalaureate degree or its equivalent.

Admission to the work of the first year of the School of Business and Public Administration is open to Cornell students: (1) who have completed at least three years' work in one of the University's undergraduate schools or colleges, (2) who have arranged with their undergraduate school or college to accept the first year's work in the School of Business and Public Administration in satisfaction of all remaining requirements for the student's baccalaureate degree, and (3) who have been accepted by the School. Having received the baccalaureate degree, the student may then obtain the Master of Business Administration or Master of Public Administration degree by completing the second year's



work in the School. Cornell students are expected to arrange with their college offices for approval of double registration when applying for admission to the School of Business and Public Administration. It is the student's obligation to be sure that he will qualify for his appropriate Bachelor's degree if he completes successfully the first year's work in the School of Business and Public Administration.

Undergraduate students of schools other than Cornell who have completed at least three years' work and whose credentials indicate a satisfactory quality of undergraduate work are also eligible for admission to the first-year course of study, provided they can arrange with their undergraduate college to accept the first year's work in the School of Business and Public Administration as credit for the senior year in their undergraduate college.

The School will give predominant weight to the quality of an applicant's previous academic record rather than to particular courses which he has taken. It is recommended, however, that students who plan to enter the School include in their undergraduate programs basic courses in economics, accounting, statistics, and American government. Students who intend to specialize in Public Administration should include courses in political science in their undergraduate programs prior to entering the School. The School will expect its students to have and to maintain a command of good oral and written English.

The School of Business and Public Administration does not give course credits for undergraduate work done elsewhere. In special cases, however, it does permit students to substitute electives for required courses when the work of the required course has been substantially covered elsewhere. When this is believed to be the case, a student may appeal for specific exemption. He should include in his appeal an official description of the equivalent course taken elsewhere. If exemption is allowed, the student will be permitted to substitute electives approved by his adviser.

*ADVANCED STANDING . . .* Students who have completed satisfactory graduate work at other recognized graduate schools may be admitted to advanced standing in the School, provided that the course of study taken at other schools for which credit is requested parallels closely the work offered in this School. No degree, however, may be granted for residence of less than one academic year.

In addition, persons holding the baccalaureate degree who have had significant administrative experience in business or public administration may be admitted to advanced standing in the School, provided that such experience is of a character to serve adequately as a substitute for the

course work for which credit is requested. The facts in the particular case, after review by the Dean of the School, will determine the amount of credit to be granted toward the fulfillment of degree requirements.

*SPECIAL STUDENTS . . .* Under special circumstances persons who do not hold baccalaureate degrees but who, by reason of high personal qualifications and extensive administrative experience in business or in public administration, can give assurance of capacity to carry on satisfactorily the work given by the School are eligible to apply for admission as special students. Admission as a special student will be made only after a personal interview with the Dean of the School and with the approval of the Admissions Board. On satisfactory completion of one year's work, special students may be admitted as degree candidates.

*SPECIAL DOUBLE REGISTRATION FOR CORNELL STUDENTS IN THE FIVE-YEAR ENGINEERING PROGRAM . . .* Students who have completed three years (six terms) of work in Cornell's College of Engineering are eligible for admission to double registration in the School of Business and Public Administration if they can arrange to complete the School's first year of required work during their last *two* years (four terms) in the College of Engineering.

This makes it possible for a student in the five-year engineering program at Cornell to receive an M.B.A. or M.P.A. degree in the School of Business and Public Administration at the end of one additional year at Cornell. Engineering students who want to double-register in the School of Business and Public Administration under this special arrangement should file their admission applications with the School of Business and Public Administration sometime during their sixth term in the College of Engineering.

Admission application forms may be obtained from the Secretary, School of Business and Public Administration, McGraw Hall, Cornell University, Ithaca, N.Y. They should be filled out carefully and completely and returned to the Secretary. Applications for the academic year 1953-54 should be filed by June 1, 1953; for the academic year 1954-55, by June 1, 1954. Although the School will receive applications after June 1, most available places may be filled prior to that date. Consequently, applicants should file applications as early as possible. New students will generally be admitted to the School only once a year—in the term beginning in September. Applications for admission will be acted on promptly as they are received, providing the applicant is clearly acceptable or clearly unacceptable to the Admissions Committee. Applications deferred for any reason will be scheduled for final consid-



eration by a given date. Applicants will be notified promptly that they have been accepted, that they have been rejected, or that final action will be taken by a stated date.

## REGISTRATION

Students who have been accepted for admission in the fall term, 1953-54, should report to Barton Hall for registration on September 21, 1953 (for the fall term of 1954-55, on September 20, 1954). Immediately thereafter, students should report to the Dean's office, 106 McGraw Hall, for assignment to classes.

Students who are registering at Cornell for the first time must (1) make a deposit of \$30, and (2) present a certificate of vaccination against smallpox to the Secretary by August 1 (see also "Health Services and Medical Care").

*THE DEPOSIT* . . . Of the \$30 deposit, \$12 will constitute a guaranty fund which all students must maintain and which will be refunded upon graduation or permanent withdrawal, less any indebtedness to the University. If a candidate withdraws within 30 days of his deposit, his deposit will be refunded. No refund is made to an applicant who withdraws after said 30 days.

Students who have previously matriculated at Cornell and who have for any reason received a refund of the \$12 guaranty fund must redeposit it on or before registration day of their first term in the School.

*PHOTOGRAPHS* . . . Once a new student has been accepted by the School, and not later than the date of registration, he must supply the School with a small photograph of himself for the School's records.

## TUITION AND FEES

Tuition and fees in the School of Business and Public Administration for each term (there are two terms of sixteen weeks each in the normal academic year) are as follows:

|  |          |
|--|----------|
| Tuition .....                            | \$350.00 |
| College and University General Fee ..... | 60.00    |
|  | <hr/>    |
|  | \$410.00 |

In addition to these term fees, new students must pay the \$30 deposit as explained previously under "Registration."

A graduation fee of \$10 must be paid not less than ten days before a degree is to be conferred.

For additional information about rules of payment and living costs at Cornell, consult the *General Information* booklet published by the University.

## STUDENT AID

*SCHOLARSHIPS* ... Through the generosity of Claude C. Harding, Vice-President of The Grolier Society, educational publishers, the School is able to offer a limited number of cash scholarships to students showing genuine academic promise and financial need.

In addition, the University has made available for this purpose the cash equivalent of a number of tuition scholarships. Grants from this fund are made on the basis of academic performance and in accordance with need in the form of allowances against tuition.

Applications for scholarships to be awarded for a given term of residence in the School must be filed not later than the first day of the month prior to the official close of the preceding term; i.e., scholarship applications for the fall term must be filed by May 1, and new applications for the spring term must be filed by January 1. Scholarship awards are generally made for one term of residence subject to renewal providing academic standards are maintained.

Application forms for scholarships may be obtained from the Secretary, School of Business and Public Administration, Cornell University, Ithaca, N.Y.

*UNIVERSITY SCHOLARSHIPS* ... There are a number of scholarships available in the University for which students in the School of Business and Public Administration are eligible. Those interested should consult the Cornell University Official Publication, *Scholarships and Grants-in-Aid*.

## JOB PLACEMENT AND SUMMER EMPLOYMENT

While the School does not accept responsibility for placing its graduates in suitable positions, it does make every effort to assist them in helping themselves.

*SUMMER EMPLOYMENT* ... During the summer between the first and second school year, all students are expected to utilize their time in a way which will further their professional development. This may be done: (1) by finding summer employment of an appropriate sort; (2) by taking approved summer courses at Cornell or elsewhere; or (3) by a planned program of summer travel.

All second-year students must file a report with the School not later than October 15, explaining in detail how the summer was spent and what benefit the student believes he obtained from his experience. This report will become an important part of the student's personnel record.

Students are expected to find their own summer employment. The School, however, will assist them in doing so.

**JOB PLACEMENT** . . . In addition to the University Placement Service, the School maintains a job placement service directed by Associate Professor Paul P. Van Riper. Information regarding employment opportunities and prospects, counsel in interviewing techniques, and general guidance in the exploration of employment alternatives are focused in Professor Van Riper's office.

## GENERAL INFORMATION

All veterans who expect to attend Cornell under the educational benefits provided by Public Laws 16 (Rehabilitation), 346 (G.I. Bill of Rights), and 550 (Korean G.I. Bill of Rights) must complete the necessary enrollment forms in the Treasurer's Office at the time they register in the University. All inquiries relating to the use of Veterans Administration educational benefits at Cornell should be addressed to the nearest VA Regional Office.

**HOUSING** . . . All requests for information about rooms for single students and housekeeping accommodations for married students should be addressed to Manager, Residential Halls, Cornell University, Ithaca, N.Y.

Consult the *General Information* booklet for other information about the University. It may be obtained from Cornell University Official Publication, Edmund Ezra Day Hall, Ithaca, N.Y.

**HEALTH SERVICES AND MEDICAL CARE** . . . The student's health is of the utmost importance to successful college work. While good health does not guarantee academic success, poor health can be an important factor in failure. Prospective students are urged to have any remediable defects of vision corrected and necessary dental work done before entering the University.

If, in the opinion of the University authorities, the condition of a student's health makes it unwise for him to remain in the University, he may be required to withdraw at any time.

**THE CLINIC AND THE INFIRMARY** . . . The health services and medical care of Cornell students are centered in the University Clinic

(out-patient department) and in the Cornell Infirmary (hospital). Students may consult a physician at the Clinic whenever need arises and receive treatment in cases that do not require hospitalization. If hospital care is indicated, the student is requested to enter the Cornell Infirmary. The Infirmary, a hospital approved by the American College of Surgeons, is well equipped for medical and surgical service. The Infirmary staff, under the supervision of the Clinical Director, consists of resident physicians, attending physicians from the University staff, and consulting physicians and surgeons in the various medical fields from Ithaca and vicinity.

*THE COLLEGE AND UNIVERSITY GENERAL FEE* covers treatment at the University Clinic and medical and emergency surgical care at the Infirmary. Hospitalization in the Infirmary for a maximum of two weeks each term is included. If hospitalization extends beyond fourteen days, students will be charged on a per diem basis. Emergency surgical care is defined as initial surgical procedure which, in the opinion of the Clinical Director, is necessary for the immediate welfare and safety of the patient. The fee does not include surgery for the correction of chronic remediable defects or obstetrical care. (In providing these services the University reserves the right to bill the student's employer or other third party legally responsible for providing hospitalization and medical care and to be subrogated to the student's right against these parties for the cost of these services when such liability exists.)

*THE RIGHT TO EMPLOY A PRIVATE PHYSICIAN*... If a student prefers to consult a private physician rather than go to the Clinic or to have the services of a private doctor from Ithaca while a patient in the Infirmary, the cost of these services must be borne by the student.

*UNIVERSITY HEALTH REQUIREMENTS ON ENTRANCE*... Each student upon entering the University is expected to assume personal responsibility for the following health requirements. They have been adopted by the Board of Trustees of Cornell University.

1. *Vaccination.* Every candidate for admission to the University must submit a satisfactory certificate of vaccination against smallpox. It will be accepted as satisfactory only if it certifies that within the last five years a successful vaccination has been performed or three unsuccessful vaccination attempts have been made. This certificate must be submitted to the Secretary by August 1.

2. *X-ray.* Every student is required to have a chest X-ray film on per-

manent file at the Infirmary. A chest radiograph will be made during the orientation period or registration week. A charge of \$2 for making this radiograph is included in the University fees, or it may be made by a private physician within a month of entrance and presented to the Clinical Director at the time of registration. When a student has been away from the University for any reason for a year or more, he or she must have another X-ray upon re-entrance, for which the student will be billed.

3. *Health history.* Personal health record forms will be sent to graduate students accepted for admission. Students are requested to answer all questions and return the forms to the Secretary of the School by August 1.

Failure to fulfill these requirements will result in a recommendation to the Registrar that the student be denied the privilege of registering the following term.

## *Courses of Study*

THE CURRICULUM of the School is based on the conviction that there is a real need for common training in and reciprocal understanding between business and the public service. In either of these broad areas, there is also a need for professional specialization. The resources of the School and the University provide ample opportunities for such concentration.

To this end all of the courses in the School emphasize the interrelations between the management of business and the administration of public activities. But particular stress is given to a common core of required courses which have been designed to provide in an integrated and coordinated manner these common essentials of good management and administration. With one exception, this core of work required of all students will be taken in the first year.

In the second year, all students will be required to take Business Policy and the Public Interest (230) in the first term to be followed in the second term either by the course of the same name (231) or by National Administration and Public Policy (204). Students may elect either of the last-named courses in the final term except that those who have had no prior courses in national government, either graduate or undergraduate, will be required to take 204.

### THE FIRST YEAR

The courses making up the common core of work required of all students in the first year are:

|   | <i>1st Term</i> | <i>2d Term</i> |
|---|-----------------|----------------|
| 100-101. Introduction to Administration ..... | 3               | 3              |
| 110-111. Administrative Accounting .....      | 3               | 3              |
| 130. Managerial Economics .....               |                 | 3              |
| 140. Finance .....                            |                 | 4              |
| Statistics (ILR 210) .....                    | 3               |                |
| 160. Marketing (M.B.A. degree only) .....     | 3               |                |

Except for the courses indicated below, the School will not ordinarily grant exemptions from required courses in the first-year program in recognition of work taken elsewhere under similar title. The exceptions are

(1) statistics and (2) accounting (110-111). No exemption from accounting will be granted unless the student has completed satisfactorily a minimum of one year's work in principles of accounting in an accredited accounting program elsewhere. Exemptions will be granted from Accounting 110 *only*, except that the student planning to take the concentration in professional accounting will be exempted from both Accounting 110 and 111 to permit him to register in advanced accounting courses. The content of Accounting 111, generally required of all students in the School irrespective of their prospective concentration or their undergraduate work in accounting, has been especially adapted to the needs of the administrator. All exemptions must be approved by the Dean.

It is recognized, however, that special circumstances may justify deviation from these requirements. Students who, before entering the School, have had courses which might be regarded as substantially equivalent to the required courses listed above may make application to the Dean for specific exemption. Official descriptions of equivalent courses previously taken elsewhere must accompany such applications, together with a statement of the circumstances that would appear to justify the proposed action. If exemption is allowed, the student will be permitted to substitute electives approved by his adviser.

In addition to the required core of courses (or their substitutes) students will elect courses with the approval of their advisers, bringing their program normally to 15 or 16 hours a term. In special cases, students may be permitted to carry as many as 19 hours a term.

## THE SECOND YEAR

During the second year, the student must complete the requirements of a *concentration* plus approved elective hours sufficient to fill out the minimum of 60 semester hours required for graduation.

It will be observed that for many of the *concentrations* detailed below, notably those in *personnel relations*, *transportation*, and *finance*, many course requirements are common to both *business administration* and *public administration*. This fact reflects the unique character of the curriculum of the School, the emphasis on comparative administrative practices and principles in private and public agencies.

### THE MASTER OF BUSINESS ADMINISTRATION DEGREE

Concentrations for this degree are: *accounting*, *finance*, *business management*, *marketing*, *personnel relations*, and *special*. The objectives and requirements of these concentrations are described below.

*Accounting* (Master of Business Administration degree)

A student may pursue either of two accounting concentrations depending on his vocational aim. The first may be designated *general* and is designed to fit the student for a position in the accounting department of a business or a governmental agency; the second, the *professional*, is designed to prepare the student for a career in public accounting and fulfills the academic requirements for the Certified Public Accountant certificate in New York State.

The general accounting concentration is flexible, depending on the student's preparation prior to entering the School and his proposed vocational objective. A student electing the general accounting concentration must fulfill the following requirements in accounting plus all other School requirements:

1. Complete the following courses:
  - (a) 112. Advanced Accounting
  - (b) 210. Cost Accounting
2. Complete 6 additional hours of accounting work to be selected from the following courses:
  - (a) 113. Advanced Accounting
  - (b) 212. Internal Control and Budgeting
  - (c) 214. Tax Accounting
  - (d) 215. Financial Accounting
  - (e) 216. Auditing Procedure
  - (f) 217. Governmental Accounting

A student who plans to fulfill the academic requirements for the Certified Public Accountant certificate must pursue the following program of courses in addition to Courses 112 and 113—Advanced Accounting:

|  | 1st Term | 2d Term |
|--|----------|---------|
| 210. Cost Accounting .....                       | 3        |         |
| 212. Internal Control and Budgeting .....        |          | 3       |
| 214. Tax Accounting .....                        |          | 3       |
| 216. Auditing Procedure .....                    |          | 3       |
| 230. Business Policy and the Public Interest..   | 3        |         |
| 231. Business Policy and the Public Interest, or |          |         |
| 204. National Administration and Public Policy   |          | 3       |
| 250. Advanced Business Law .....                 | 3        |         |

Students who plan to take the second-year professional accounting concentration (described above) are advised to complete a year's work in accounting, where possible, before entering the School. It is possible



to complete the work of the professional accounting concentration without such a pre-entrance accounting course, but this requires a very rigid schedule during the student's two years in the School. Consequently, a one year's pre-entrance course in accounting is desirable for such students. Moreover, if they have not received credit for at least 3 semester hours of work in the general field of finance before entering the School, they must take 3 hours' work in finance beyond the 4-hour first-year required course. They must also take the 6-hour course in Legal Problems of Business (Courses 150-151), which other students need not take until the second year. Consequently, students must decide at the beginning of their first year whether they wish to take the special professional accounting concentration. Otherwise they will have to spend an additional year in the School to complete the required work. In special cases, accounting students may be allowed to substitute other courses for Courses 230-231.

*Finance* (Master of Business Administration degree)

The administration of the financial affairs of business plays a critically important role in business management. It is essential, therefore, that the student of business possess a broad understanding of the function of finance in business, its mechanisms, and the operation of the financial system which has been evolved to serve the needs of the business community.

The program in *finance* presents an integrated treatment of the operational aspects of business and investment finance, the functions of financial institutions and capital markets, and the basic economic and legal framework of financial organization. It is designed to meet the needs of students who look forward to specialized careers in the financial management of business and to careers in commercial, savings, and investment banking, financial counseling, and investment management.

The requirements for the *finance* concentration include the courses listed below. By inclusion of electives in other areas of instruction, greater emphasis may be placed on certain specialized phases of the subject. Tax Accounting is strongly urged for students interested in investment analysis and management.

|   | <i>1st Term</i> | <i>2d Term</i> |
|---|-----------------|----------------|
| 150-151. Legal Problems of Business .....               | 3               | 3              |
| 215. Financial Accounting .....                         | 3               |                |
| 230. Business Policy and the Public Interest ..         | 3               |                |
| 231. Business Policy and the Public Interest, <i>or</i> |                 |                |
| 204. National Administration and Public Policy          |                 | 3              |
| 240. Analysis of American Industries .....              | 2               | 2              |

|   | 1st Term | 2d Term |
|---|----------|---------|
| 243. Financial Management .....                 | 3        |         |
| 244. Investment Management .....                |          | 3       |
| 246. Financial Institutions and Capital Markets |          | 3       |

*Business Management* (Master of Business Administration degree)

The program in *business management* is offered in recognition of the high premium which modern business places upon the skills of organizing, planning, coordinating, directing, supervising, analyzing, and evaluating. The growth in size of business enterprises, their complexity and specialization, the necessity for rapid and continuous adaptation in policies and methods, the recent trends toward decentralization in both decision-making and operations—all place new emphasis upon the overall knowledge and skills and upon the staff activities assisting in coordination and control. The concentration in business management will stress the administrative process as such, particularly in its policy-making and in its unifying and coordinating functions.

The *business management* program is arranged to meet the needs of those students who look toward general rather than specialized careers, those who expect to operate businesses of their own, and those who are interested in such positions as staff assistants, management consultants, general supervisors. The program is also designed for those students who prefer not to choose a field of specialization but to prepare themselves, through fundamental training, to assume responsibility and leadership in any business field in which they later find opportunities. Requirements of this concentration are listed below.

|   | 1st Term | 2d Term |
|---|----------|---------|
| 230. Business Policy and the Public Interest ..                         | 3        |         |
| 231. Business Policy and the Public Interest, <i>or</i>                 |          |         |
| 204. National Administration and Public Policy                          |          | 3       |
| 150-151. Legal Problems of Business .....                               | 3        | 3       |
| 200. Business Policy Formulation and Administration .....               | 3        |         |
| 202. Human Relations in Administration ....                             | 3        |         |
| Production Management .....   |          | * 3     |
| (Engineering 3261, Industrial Engineering)                              |          |         |
| 120. *Development of the American Economy and Business Enterprise ..... | 3        |         |
| 121. *Recent Economic and Business Changes                              |          | 3       |
| 209. *Small Business Management .....                                   |          | 3       |

## 1st Term 2d Term

233. \*Management Surveys: Organization and

Methods ..... 3

\*Optional: one course required.

*Marketing* (Master of Business Administration degree)

The productive capacity of the United States has increased enormously during the past decade and more. Utilization of this capacity in the production of peacetime merchandise to meet domestic and foreign requirements will necessitate more careful study of existing and potential markets than ever before. Sales organizations must be rebuilt, comprehensive programs of market research developed, and provision made for the maintenance of satisfactory manufacturer-distributor relationships before effective marketing practices can be carried out.

The *marketing* concentration has been designed for students planning to accept positions in sales organizations, market research agencies, retail and wholesale establishments, and other forms of distributive effort. Emphasis is placed upon the appraisal of current developments in the field, the increasingly close relationship between business and government in the field of marketing activities, and the need for revising policies and methods to meet changing conditions. Requirements of this concentration are listed below.

## 1st Term 2d Term

230. Business Policy and the Public Interest.. 3

231. Business Policy and the Public Interest, or

204. National Administration and Public Policy ..... 3

150-151. Legal Problems of Business ..... 3

261. \*Sales Management ..... 3

262. Marketing Research ..... 3

263. \*Retailing ..... 3

264. \*Advertising Management ..... 3

266. \*Foreign Marketing ..... 3

269. Marketing Seminar ..... 3

\*Optional: two courses required.

*Personnel Relations* (either Master of Business Administration or Master of Public Administration degree)

This concentration in *personnel relations* is designed for students who are interested in the new policies and methods developed by business and public agencies for dealing with the people who work for them. The selection, compensation, and training of personnel and the development

of man power resources is one of the most important and most difficult tasks of the modern manager. The personnel function in all large private enterprises now requires the skill of a professional staff. Personnel managers and their assistants have steadily acquired higher status and broader influence as labor costs, labor relations, and the problems of maximizing production through improvement of morale and motivation have become more important concerns of management.

Students who choose this concentration may expect to find careers as personnel officers in business organizations, as personnel consultants, or as personnel specialists in research agencies or in trade and professional associations.

The requirements for this concentration can be fulfilled by a program of courses which includes the following:

|   | <i>1st Term</i> | <i>2d Term</i> |
|---|-----------------|----------------|
| 230. Business Policy and the Public Interest . .  | 3               |                |
| 231. Business Policy and the Public Interest, <i>or</i>   |                 |                |
| 204. National Administration and Public Policy  |                 | 3              |
| 150-151. Legal Problems of Business . . . . .   | 3               | 3              |
| 202. Human Relations in Administration . . . .  | 3               |                |
| 203. Seminar in Personnel Administration . . .  |                 | 3              |
| Collective Bargaining (given in the<br>School of Industrial and Labor Relations<br>or the Department of Economics in the<br>College of Arts and Sciences) . . . . . | 3               | 3              |

The remaining courses necessary for the degree may be selected, with the approval of the faculty adviser, from among the course offerings of the School and from the wide range of appropriate graduate and professional courses offered in other divisions of the University. Courses are available in labor union history and administration, industrial education, labor market economics, industrial psychology, various aspects of collective bargaining, social security, wage and salary administration, job analysis, etc.

*Transportation* (either Master of Business Administration or Master of Public Administration degree)

This concentration is designed for students interested in careers in the transportation industries, in traffic management, and in the public regulation and operation of transportation.

Specific program requirements in this concentration will depend on the student's background and the degree for which he is a candidate. The candidate for the M.B.A. degree, for example, must take course 160,

Marketing, while the candidate for the M.P.A. degree must take courses in constitutional law and in administrative law. If this work cannot be taken in the first-year program, it must be taken in the second year. In addition, the candidate for either degree in this concentration must take courses 180-181, Transportation, in the first year.

Minimum additional requirements for this concentration include the following:

|   | 1st Term | 2d Term |
|---|----------|---------|
| 230. Business Policy and the Public Interest            | 3        |         |
| 231. Business Policy and the Public Interest, <i>or</i> |          |         |
| 204. National Administration and Public Policy          |          | 3       |
| 280-281. Transportation Seminar                         | 3        | 3       |
| <i>M.B.A. degree only:</i>                              |          |         |
| 150-151. Legal Problems of Business                     | 3        | 3       |
| 200. Business Policy Formulation and Administration     | 3        |         |
| <i>M.P.A. degree only:</i>                              |          |         |
| 201. Problems in Public Administration                  | 3        |         |

*Special* (either Master of Business Administration or Master of Public Administration degree)

In appropriate circumstances, a second-year student will be permitted to complete a *special* concentration under the supervision and guidance of a faculty committee. Such a special concentration, for example, might be worked out in resources management. A special concentration will normally include Courses 150-151 (Legal Problems of Business) for the M.B.A. degree *only* and Courses 230 and 231 or 204 (Business Policy and the Public Interest or National Administration and Public Policy) for either the M.B.A. or the M.P.A. degree. The remaining 18 hours of work may include approved courses in the School or elsewhere in the University, special reading or research courses, and possibly a research project to be carried out in the field. The program will be devised to fit the needs of the student and the requirements of the selected fields of study. Satisfactory performance may be tested by special reports and general examinations (oral and written) as well as by course records. Credit allowed for work accomplished outside of formal scheduled courses will be determined by the faculty committee as approved by the Dean.

#### THE MASTER OF PUBLIC ADMINISTRATION DEGREE

The School's program in Public Administration is based upon the central role of government in modern life, the rise of the career public serv-

ice, and the consequent increasing demand for trained public managers. Recognizing the fact that public administration both assumes substantive policy-making responsibilities and also undertakes primary responsibility for the processes of management, this School makes every effort to develop both the student's knowledge and competence in administration and his knowledge and understanding of public policy itself. While providing for a considerable amount of individual concentration, the program is nevertheless primarily concerned with the development of public administrators who are at home both with program problems and with the practicalities of day-to-day administrative activities.

The program is intended for students who aspire to careers in local, state, federal, or international agencies. It may also be designed for those who plan to work with private enterprise in the management of their relationships with government. Concentrations may be arranged in any one of these areas.

In view of the fact that the public service draws upon many professions, including law, engineering, accounting, public health, public welfare, agriculture, penology, and medicine, it is expected that students will come to the School with varying degrees of preparation and background in government and its administration. Because candidates from all these fields, as well as those with more general training, are encouraged to enroll, a particular effort is made to devise individual programs for each of the students. Since the School's enrollment is intentionally limited, it is possible to provide this specialized attention.

Concentrations for the Master of Public Administration degree are available in the fields of *city management*, *federal administration*, *international administration*, *public finance administration*, *public personnel management*, *transportation*, and *special*.

For each of these concentrations, the student will be required to complete the common-core course material which he takes along with all other students in the School. This includes the courses listed in "The First Year" program detailed at the beginning of this section (excepting Marketing 160) and Courses 230 and 231 or 204. In addition, he must offer upon admission or take while a student in the School basic courses in American government, constitutional law, and administrative law.

The objectives of these concentrations and the second-year requirements of each program are described below.

#### *City Management* (Master of Public Administration degree)

A concentration in *city management* is offered for the student who is preparing for a career service as a professional city manager and who

comes preferably with an undergraduate background in engineering, economics, government, or business administration. A student electing this concentration will pursue during his first year substantially the same basic program as other students but with the option of two or three additional courses. In the second year he can select from a wide range of courses offered in the School of Business and Public Administration, the College of Architecture, the College of Engineering, and the Law School. A typical second-year program will include six hours in Municipal Administration, three hours of Business Policy and the Public Interest, three hours of National Administration and Public Policy, and a minimum of eighteen additional hours. A student preparing in this area will elect second-year work with the approval of his adviser from among the following courses:

|   | <i>1st Term</i> | <i>2d Term</i> |
|---|-----------------|----------------|
| 218-219. Municipal Administration .....                       | 3               | 3              |
| 230. Business Policy and the Public Interest..                | 3               |                |
| 231. Business Policy and the Public Interest, <i>or</i>       |                 |                |
| 204. National Administration and Public Policy                |                 | 3              |
| 217. Governmental Accounting .....                            |                 | 3              |
| 203. Seminar in Personnel Administration...                   |                 | 3              |
| 201. Problems in Public Administration.....                   | 3               |                |
| 233. Management Surveys: Organization and<br>Methods .....    |                 | 3              |
| 245. Governmental Fiscal Management ....                      | 3               |                |
| 205. State Administration .....                               |                 | 3              |
| Law of Local Government (Law 91)...                           |                 | 2              |
| Principles of City and Regional Planning<br>(Arch. 710) ..... | 3               |                |
| Traffic Engineering (Engr. 2620).....                         |                 | 3              |
| Public Health (Engr. 2509).....                               |                 | 3              |
| City Planning Practice (Arch. 711).....                       |                 | 3              |
| Stream Pollution (Engr. 2531).....                            | 3               |                |
| Zoning Principles and Practice (Arch.<br>717) .....           |                 | 2              |
| Public Problems in Urban Land Use<br>(Arch. 715).....         | 2               |                |
| Seminar in Regional and City Planning<br>(Arch. 714) .....    | 1               | 1              |
| Housing (Arch. 713) .....                                     | 2               |                |
| History of City Planning (Arch. 700)...                       | 3               |                |
| Taxation (Agr. Econ. 138) .....                               | 3               |                |



*Federal Administration* (Master of Public Administration degree)

Among the more than two million positions in the federal government are many which require the specialized training of the professional student of public administration. The United States Civil Service Commission gives entrance examinations each year for students with backgrounds in this field. Careers in the federal service may be in central agencies, such as the Bureau of the Budget and the Civil Service Commission, or they may be in any one of the line departments including defense, state, labor, commerce, and a variety of the independent agencies. A student preparing in this area will elect second-year work with the approval of his adviser from among the following courses:

|  | <i>1st Term</i> | <i>2d Term</i> |
|--|-----------------|----------------|
| 230. Business Policy and the Public Interest . .               | 3               |                |
| 203. Seminar in Personnel Administration . . .                 |                 | 3              |
| 204. National Administration and Public Policy                 |                 | 3              |
| 201. Problems in Public Administration . . . . .               | 3               |                |
| 233. Management Surveys: Organization and<br>Methods . . . . . |                 | 3              |
| 245. Governmental Fiscal Management . . . . .                  | 3               |                |
| 180-181. Transportation . . . . .                              | 3               | 3              |
| The American Presidency (Govt. 216) . .                        |                 | 3              |
| Taxation (Agr. Econ. 138) . . . . .                            | 3               |                |
| Federal Public Finance (Econ. 502) . . . .                     |                 | 3              |

*International Administration* (Master of Public Administration degree)

With the assumption of new American responsibilities in other parts of the world has come an increasing demand for persons trained in the politics and administration of international programs. This not only includes opportunities in the United Nations but in its specialized administrative agencies and more particularly, in the United States' own extensive foreign programs, in the administration of economic aid, technical assistance, and foreign policy in general. A student preparing in this area will elect second-year work with the approval of his adviser from among the following courses:

|   | <i>1st Term</i> | <i>2d Term</i> |
|---|-----------------|----------------|
| 230. Business Policy and the Public Interest . .        | 3               |                |
| 231. Business Policy and the Public Interest, <i>or</i> |                 |                |
| 204. National Administration and Public Policy          |                 | 3              |
| 207. International Administration . . . . .             |                 | 3              |
| 208. Comparative Public Administration . . . .          | 3               |                |



|   | <i>1st Term</i> | <i>2d Term</i> |
|---|-----------------|----------------|
| 201. Problems in Public Administration . . . .                                  | 3               |                |
| 206. Overseas Administration . . . . .  | 2               |                |
| 203. Seminar in Personnel Administration . . .                                  |                 | 3              |
| 233. Management Surveys: Organization and<br>Methods . . . . .                  |                 | 3              |
| 245. Governmental Fiscal Management . . . .                                     | 3               |                |
| 266. Foreign Marketing . . . . .  |                 | 3              |
| International Law (Govt. 441-442) . . .   | 3               | 3              |
| International Economic Development,<br>Theory, and Policy (Econ. 701-702) . . . | 3               | 3              |
| Comparative Economic Systems: Soviet<br>Russia (ILR 341) . . . . .              | 3               |                |

*Public Finance Administration* (Master of Public Administration degree)

A concentration is offered in *public finance administration* for those planning careers in the government service as fiscal administrators, or careers as financial consultants or management counselors working with public bodies. High-caliber, well-trained specialists are needed at all levels of government. This functional field includes a wide range of related areas: public budgeting, governmental accounting and auditing, purchasing, debt administration, inventory and property controls, tax administration, and financial reporting. A student preparing in this area will elect second-year work with the approval of his adviser from among the following courses:

|   | <i>1st Term</i> | <i>2d Term</i> |
|---|-----------------|----------------|
| 230. Business Policy and the Public Interest . .        | 3               |                |
| 231. Business Policy and the Public Interest, <i>or</i> |                 |                |
| 204. National Administration and Public Policy          |                 | 3              |
| 245. Governmental Fiscal Management . . . .             | 3               |                |
| 217. Governmental Accounting . . . . .                  |                 | 3              |
| 210. Cost Accounting . . . . .                          | 3               |                |
| 215. Financial Accounting . . . . .                     | 3               |                |
| 243. Financial Management . . . . .                     | 3               |                |
| 244. Investment Management . . . . .                    |                 | 3              |
| 246. Financial Institutions and Capital Markets         |                 | 3              |
| Taxation (Agr. Econ. 138) . . . . .                     | 3               |                |
| Federal Public Finance (Econ. 502) . . .                |                 | 3              |
| Public Finance (Econ. 575) . . . . .                    |                 | 3              |
| National Income and Wealth (Econ.<br>309) . . . . .     | 3               |                |

|  | 1st Term | 2d Term |
|--|----------|---------|
| Money, Currency, and Banking (Econ. 203-204) .....       | 3        | 3       |
| Financial History of the United States (Econ. 231) ..... | 3        |         |

*Public Personnel Management* (Master of Public Administration degree)

The concentration in *public personnel management* is substantially the same as the concentration in personnel management described on page 23 of this catalog. However, the student who is primarily concerned with personnel work in a public setting will be required to offer a number of related courses in the public field such as Problems in Public Administration (201) and in closely related subjects.

*Transportation* (Master of Public Administration degree)

The *transportation* concentration in Public Administration is governed generally by the same conditions that apply to this concentration in Business Administration as described on page 24.

*Special* (Master of Public Administration degree)

The *special* concentration in Public Administration is governed generally by the same conditions that apply to this concentration in Business Administration as described on page 25.

*Agricultural Management* (either Master of Business Administration or Master of Public Administration degree)

This concentration is designed especially for students who have completed undergraduate programs in agriculture at Cornell or elsewhere, and who wish to pursue work in the fundamentals of business and public administration together with advanced study in *Agricultural Management*. For this purpose this School and the College of Agriculture have combined their resources.

There is substantial opportunity in the agricultural industries and in government agencies dealing with agriculture for persons possessing this combined background. Special reference may be made to careers in agricultural cooperatives, farm credit agencies, the industries manufacturing or distributing farm supplies and equipment and those processing agricultural products, and the administration of government programs dealing with agriculture.

A fourth-year student registered in the Cornell College of Agriculture may be admitted without the formality of double registration provided

he files and secures acceptance of his application by the School with the approval of his College. The fourth-year work of such a student, taken in conformity with an approved program, will be accepted in satisfaction of the first 30 credit hours of the total of 60 credit hours necessary for the Master's degree in Business and Public Administration. In this approved fourth-year program, the faculty of the College of Agriculture permits its students to count toward their social studies requirement up to 9 hours from courses in Business and Public Administration, except courses in statistics and accounting.

The common core of required work in the second year is as follows:

|   | <i>1st Term</i> | <i>2d Term</i> |
|---|-----------------|----------------|
| 230. Business Policy and the Public Interest            | 3               |                |
| 231. Business Policy and the Public Interest, <i>or</i> |                 |                |
| 204. National Administration and Public Policy          |                 | 3              |

In addition, candidates for the M.B.A. degree must take Courses 150-151 (Legal Problems of Business), 6 hours, and those for the M.P.A. degree must take Government 241-242 (Constitutional Law), 6 hours, or equivalent work in the Law School.

Of the remaining 18 semester hours to be devoted to the *Agricultural Management* concentration in the second year, at least one-half will normally be taken in the School of Business and Public Administration, and the remainder will generally be taken from work at the graduate level offered in the College of Agriculture. Programs will be worked out with the advice of a Joint Advisory Committee of the two schools to best promote the student's career prospects in his chosen field. Within the *Agricultural Management* concentration, such special fields of study include the following:

- Management of Agricultural Cooperatives
- Agricultural Credit Administration
- Agricultural Industries
- Agricultural Marketing
- Government Agricultural Policy and Administration
- Resources Management

The potential combination of courses offered in the School of Business and Public Administration and in the College of Agriculture that would satisfy the objectives in each of these special fields is too great to permit detailed elaboration in this Announcement. More detailed information will be supplied on request by the Secretary, School of Business and Public Administration, McGraw Hall, Cornell University, Ithaca, N.Y.

## *Description of Courses*

IN ADDITION to the courses listed below, many appropriate courses given in other divisions of the University are open to students in the School. The wide range of work offered at Cornell University makes it possible for students in the School to elect courses bearing directly on special areas of student interest such as economics, government, labor relations, production management, agricultural problems, and food and nutrition.

### ADMINISTRATIVE PROCESS

100-101. *INTRODUCTION TO ADMINISTRATION*. Throughout the year. Credit three hours a term. Mr. Litchfield.

Study of the principles, processes, and practices of administration common to governmental, business, and other large-scale enterprises. Primary emphasis is placed upon formal and informal organization structure, policy formulation, planning, personnel, budgeting, and other instrumentalities of control, decision-making, direction, and responsibility. The course provides a common body of knowledge and concepts upon which the more specialized courses in business and public administration are based. Each subject is presented through the use of the descriptive literature of the field and is illustrated by the use of selected case materials drawn from both business and public management.

200. *BUSINESS POLICY FORMULATION AND ADMINISTRATION*. First term. Credit three hours. Mr. Thurlby.

This course is designed, through the use of the case method, to acquaint the student with major executive problems in various industries and with responsibilities of top management in connection therewith. In this process, training is provided in the diagnosis of current problems and in the formulation of sound administrative policies and practices. Important topics considered include: sizing up a company's situation; defining objectives; building and maintaining an administrative organization to carry out plans; and reappraising objectives and policies in the light of changing conditions. *Prerequisite*: Courses 100 and 101.

201. *PROBLEMS IN PUBLIC ADMINISTRATION*. First term. Credit three hours. Mr. Van Riper.

The purpose of this course is to develop an understanding of and point of view toward some of the major problems of the public administrator. This is done through the study of descriptive materials and the analysis of cases illustrating a number of central problems, including staff-line relationships, headquarters-field relationships, coordination of interagency programs, administrative-legislative relationships, and protection of the public interest. *Prerequisite*: Courses 100 and 101 or a basic course in administration.

*PRODUCTION MANAGEMENT* (Engineering 3261, Industrial Engineering). Second term. Credit three hours.

A course that integrates the several fields of engineering in which a knowledge of machine design, materials, and production tools and processes are utilized to determine correct manufacturing methods and their proper sequence. The laboratory work consists of related problems covering such topics as methods engineering, principles of engineering economy, including economic lot size, materials handling, plant layout, production control, and the production analysis of various manufactured products.

209. *SMALL BUSINESS MANAGEMENT*. Second term. Credit three hours. Mr. Rathmell.

A study of the problems and areas of strength inherent in the relative position of the smaller enterprise. The means of minimizing the smaller firm's disadvantages and maximizing its advantages are considered in the following areas: general management, finance, technology, marketing, and cyclical risk. The major considerations in initiating an enterprise are explored. The study of small business case histories is a principal vehicle for accomplishing the objectives of the course. Throughout the course, the student relates the general considerations to a particular small business enterprise. *Prerequisite*: Courses 100 and 101.

233. *MANAGEMENT SURVEYS: ORGANIZATION AND METHODS*. Second term. Credit three hours. Mr. Van Riper.

Concerns the problem of evaluating the organization and procedures of an established business enterprise or governmental agency and of recommending improvements. Involves the consideration of such matters as the organization for management surveys, survey techniques, procedural analysis, work flow and work distribution analysis, work measurement, formulating recommendations, selling and carrying out of recommendations, etc. *Prerequisite*: Course 100.

235. *PROBLEMS IN MILITARY MANAGEMENT AND CIVIL-MILITARY RELATIONS*. Second term. Credit three hours. Mr. Van Riper.

This course is designed to acquaint the student with certain of the principal types of military administrative and managerial problems, particularly those which have the most effect upon private industry and the civilian governmental establishment. Subject matter varies from year to year but may include such subjects as program planning, procurement and supply, manpower utilization, research and development, allocation of resources, etc. *Prerequisite*: Course 100.

#### PERSONNEL AND HUMAN RELATIONS

202. *HUMAN RELATIONS IN ADMINISTRATION*. First term. Credit three hours. Mr. Van Riper.

The whole range of administrative activity in terms of the human relationships involved is dealt with in this course. The human relations aspects of problems in formal and informal organization, communication and participation, introduction of technological changes, use of control systems, development of understanding and cooperation, etc., are examined, in part through the medium of cases. The cases involve the relationships of worker and worker, supervisor and worker, supervisor and supervisor, staff and line officials, and top and middle management. *Prerequisite*: Courses 100 and 101.

203. *SEMINAR IN PERSONNEL ADMINISTRATION*. Second term. Credit three hours. Mr. Van Riper.

Intensive study on a seminar basis is given to areas of special current interest in personnel administration, public and private. Subject matter varies from year to year in accord with the interests and requirements of members of the seminar, but may include such subjects as executive development, methods of facilitating individual adjustment, loyalty and security, analysis of selected personnel techniques, etc. *Prerequisite:* Courses 100 and 101.

*COLLECTIVE BARGAINING.* (Appropriate courses in the College of Arts and Sciences or the School of Industrial and Labor Relations.)

### ACCOUNTING

110. *ADMINISTRATIVE ACCOUNTING.* First term. Credit three hours. Mr. Holmes.

Functions of accounting; problems of valuation; principles underlying and techniques of recording business transactions; adjusting and closing procedures; statement construction and analysis; system of internal control; use of machines; applications to small business.

111. *ADMINISTRATIVE ACCOUNTING.* Second term. Credit three hours. Mr. Holmes.

Accounting for financial and operational control—financial statement analysis, budgeting, statistical devices, and internal reports; special procedures for corporations and multi-unit enterprises; job order, process and standard cost procedures; managerial accounting problems—inventory valuation, sunk costs, differential costs, product and period costs; introduction to fund accounting for governments; manufacturing case. *Prerequisite:* Accounting 110 or equivalent.

112. *ADVANCED ACCOUNTING.* First term. Credit three hours. Mr. Shannon.

Problems of income determination and allocation; the admission, valuation, and presentation of each typical asset and equity element in a balance sheet and the related revenue and expense aspects; analysis and interpretation of financial statements according to varying philosophies; special topics—sinking funds, special reserves, and operating schedules. *Prerequisite:* Accounting 111 or equivalent.

113. *ADVANCED ACCOUNTING.* Second term. Credit three hours. Mr. Shannon.

Problems of a partnership; consignments; branch accounting; consolidated statements; foreign exchange; estate and trust accounting; accounting for governmental and institutional units; reorganization and liquidation statements. *Prerequisite:* Accounting 112.

210. *COST ACCOUNTING.* First term. Credit three hours. Mr. Holmes.

Basic cost classifications and records; analysis of manufacturing cost components—material, labor, and burden. Job order and process cost systems. Introduction to standard costs. Cost reports for management. *Prerequisite:* Accounting 111 or equivalent.

212. *INTERNAL CONTROL AND BUDGETING.* Second term. Credit three hours. Mr. Holmes.

Standard costs for manufacturing, distribution, and administration. Business budgeting. Cost, budget, efficiency, and financial-statement reports. System formulation, procedures, and methods of internal check with business machine applica-

tions. Brief study of internal auditing. Management trusteeship as related to control of inventories and other assets. Field trips to selected industries. *Prerequisite:* Accounting 210 or consent of instructor.

214. *TAX ACCOUNTING*. Second term. Credit three hours. Mr. Shannon.

Federal income tax provisions and procedures are emphasized; problems of computing gross income, deductions, credits against net income, and tax liability; preparation of tax returns; special taxes—social security, corporate, estate, and excise taxes; comparison of commercial accounting practices and tax accounting provisions. *Prerequisite:* Accounting 111 or equivalent.

215. *FINANCIAL ACCOUNTING*. First term. Credit three hours. Mr. Nilsson.

Examinations of the principles, rules, and conventions underlying the construction of financial statements, including consolidated statements, with particular view to providing an understanding of the possibilities and limitations of financial statement analysis. Financial reporting practices and the techniques of statement analysis will be stressed. Attention will be given to the financial reporting requirements of security regulation agencies. *Prerequisite:* Accounting 111 or its equivalent.

216. *AUDITING PROCEDURE*. Second term. Credit three hours. Mr. Holmes.

Investigation of systems of internal control; types of audits; procedures—auditing to the trial balance, account analysis, and preparation of working papers; the audit report and auditor's certificate; special procedures in auditing accounts of governmental units and institutions; A.I.A. statements of auditing standards; application of principles in practice case. *Prerequisite:* Accounting 112. Accounting 212 to precede or accompany this course.

217. *GOVERNMENTAL ACCOUNTING*. Second term. Credit three hours. Mr. Hillhouse.

Governmental accounting contrasted with commercial and institutional accounting; problems in fund and budgetary accounting; analysis of state and municipal financial statements for managerial and for investment purposes; accounting for municipal utilities; cost accounting in public management; developments in federal accounting; problems in federal accounting. *Prerequisite:* Accounting 111, or consent of instructor.

## FINANCE

140. *FINANCE*. Second term. Credit four hours. Mr. Nilsson.

An introduction to the principles and practices of finance and their application in business and public administration. The uses of financial instruments, problems of short-term and capital financing, methods of security distribution, financial expansion, and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. Considerable attention will be given to the methods of financing current operations and to the financial problems of small business. The regulatory aspects of government financial controls are discussed.

*TAXATION* (Agr. Econ. 138). First term. Credit three hours. Mr. Kendrick.

A study of the principles and practices of public finance, with emphasis on taxation. Among the topics examined are: growth of public expenditures; the changing pattern of federal, state, and local taxation; the incidence of taxation; and fiscal policy.



*FEDERAL PUBLIC FINANCE* (Economics 502). Second term. Credit three hours. Mr. Kendrick.

An examination of national problems of taxation, expenditures, public debt, and fiscal policy.

240. *ANALYSIS OF AMERICAN INDUSTRIES*. Throughout the year. Credit two hours a term. Mr. de Chazeau.

Emphasis is placed on individual research in the economic, technological, and institutional factors that shape the development of industries. Each student will be required to prepare a comparative written analysis of a group of firms within an industry, chosen with the approval of the instructor. Different industries, generally outside the fields of public utilities, railroads, and finance, will be assigned to each student. Each participant will appraise the long-term investment prospects of his selected firms. The class will be responsible for a general knowledge and critical appraisal of all industries covered. *Prerequisite*: Course 130 or equivalent.

243. *FINANCIAL MANAGEMENT*. First term. Credit three hours. Mr. Nilsson.

A study of the financial management of corporations viewed principally from the position of the corporate financial officer. Based largely on the study of cases, the course focuses attention on the organization and operating problems involved in corporate financial administration. Selected problems on promotion financing, planning of capital structure, securities issuance, mergers and consolidations, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are given considerable attention. The impact of federal government regulations on corporate financial policy will be fully discussed. *Prerequisite*: Finance 140.

244. *INVESTMENT MANAGEMENT*. Second term. Credit three hours. Mr. Nilsson.

A course of study in the fundamentals of investment analysis and management designed primarily for students planning entry into the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of investment funds, private and institutional, are studied in detail. Other topics of study include the organization and functioning of underwriting firms, methods of security distribution, the operation of security markets, brokerage activities, investment counseling, and investment trust management. Considerable attention will be given to the regulatory activities of the federal Securities and Exchange Commission. *Prerequisite*: Finance 140.

245. *GOVERNMENTAL FISCAL MANAGEMENT*. First term. Credit three hours. Mr. Hillhouse.

An advanced course in fiscal management on local, state, and federal levels including the formulation and use of the budget as a planning and control instrument, governmental auditing, purchasing methods, and related aspects of fiscal management. *Prerequisites*: Courses 100 and 101.

246. *FINANCIAL INSTITUTIONS AND CAPITAL MARKETS*. Second term. Credit three hours. Mr. Nilsson.

A study of the place and functions of financial institutions in our business econ-



omy and the operation of money and capital markets. Emphasis will be placed on financial policy problems involved in the operation of commercial banks, savings institutions, insurance companies, and other financial institutions. Selected topics include the mechanics of the money market, the structure of capital markets, security portfolio management, the impact of Treasury policies on interest rates and capital markets, and government lending institutions. *Prerequisite:* Finance 140.

### LAW

150-151. *LEGAL PROBLEMS OF BUSINESS*. Throughout the year. Credit three hours a term. Mr. Curtiss.

The fundamentals of the law as applied to business transactions; governmental regulation of business and industry; lectures, reports, and problems. This course is required of all candidates for the M.B.A. degree. It may be taken either year.

250. *ADVANCED BUSINESS LAW*. First term. Credit three hours. Mr. Shannon.

Primarily for second-year students desiring to fulfill academic requirements for the Certified Public Accountant certificate, but open to all students. Extended study is made of the following fields of law: contracts, sales, negotiable instruments, agency, partnership, corporations, and property. Case method of study is used. *Prerequisite:* Legal Problems of Business 150 and 151.

*CONSTITUTIONAL LAW*. First term. Credit three hours. Mr. MacDonald.

Given in the Law School. A study of judicial interpretation of the Constitution of the United States. Principal attention is given to the commerce power and to the due process and equal protection provisions of the Fourteenth Amendment. The course also treats the federal power to tax and spend, the Bill of Rights, and some of the constitutional law elements of procedure. (Government 241-242 may be substituted for this course.)

*CONSTITUTIONAL LAW: THE AMERICAN FEDERAL SYSTEM* (Govt. 241). First term. Credit three hours. Mr. Cushman.

Judicial interpretation of the Constitution; the nature of judicial review; separation of government powers; relations between state and national governments; construction of national powers.

*CONSTITUTIONAL LAW: FUNDAMENTAL RIGHTS AND IMMUNITIES* (Govt. 242). Second term. Credit three hours. Mr. Cushman.

Privileges and immunities of citizenship; protection of civil and political rights; the obligation of contracts; due process of law and the equal protection of the laws.

*ADMINISTRATIVE LAW*. Second term. Credit three hours. Mr. Freeman.

Given in the Law School. A discussion of the law applicable to determinations involving private rights made by bodies other than the courts. A study of the theory of the separation of powers and of the functions of the three branches of government. The course centers upon the nature of the various powers over private rights granted to nonjudicial bodies; the nature of the proceeding before such bodies; the manner of the determination of the issue, including executive discretion; and the nature of the control exercised by the courts over such determinations.

### ECONOMIC AND BUSINESS HISTORY

120. *DEVELOPMENT OF THE AMERICAN ECONOMY AND BUSINESS ENTERPRISE*. First term. Credit three hours. Mr. Hutchins.

A study of the development of significant features of the modern economy and of modern business. Attention is particularly focused on the period 1790-1890. European developments of significance to the United States are discussed. Against the general economic background careful study is given to selected case studies illustrating business organization, policy, and practice of the time. The features and concepts of public economic policy are also studied, in part by the case method.

121. *RECENT ECONOMIC AND BUSINESS CHANGES*. Second term. Credit three hours. Mr. Hutchins.

A continuation of Course 120 covering the period since 1890. Dominant attention is centered on the rise of big business and on the resulting problems of monopoly, competition, discrimination, financing, management, and public regulation. Characteristic types of business promotion and management are discussed through the case method. Attention is also given to major factors of national economic strength, including power production, technological development, transportation facilities and policy, public and private finance, and foreign trade and investment. Course 120 is not a prerequisite.

#### ECONOMICS AND POLICY

130. *MANAGERIAL ECONOMICS*. Second term. Credit three hours. Mr. de Chazeau.

Emphasis is placed on identification of policy issues, recognition of alternatives, and the selection and analysis of economic, accounting, and financial data as a guide in decision-making and policy formulation in a business firm or public agency. Particular attention is given to such management problems as risk assumption, product development, marketing and promotional policy, pricing, cost control, and capital budgeting in the competitive situation of the firm. Class discussion is supplemented by case analyses. Students with inadequate training in economics must be prepared to do additional background reading. This course is required of all first-year students.

230. *BUSINESS POLICY AND THE PUBLIC INTEREST*. First term. Credit three hours. Mr. de Chazeau.

A study of conflicts in the American economy (and possible bases for their resolution) between public economic purposes and the essential requirements of a private enterprise system. This course focuses on social problems created by concentration of economic power through the large corporation and through organized interest groups. Government policies designed to maintain competition will be analyzed, and the factors governing business policies will be explored from the viewpoint of a socially desirable and workably competitive system. Class discussion will be supplemented by written and oral reports designed to provide training in the analysis and presentation of complex problems in a succinct, effective form.

This course is required of all second-year students. *Prerequisite*: Course 130 or its equivalent.

231. *BUSINESS POLICY AND THE PUBLIC INTEREST*. Second term. Credit three hours. Mr. de Chazeau.

This course is a continuation of Course 230 with special emphasis on the impact of government monetary-fiscal policies on the functioning of the economy and the policies of business firms. Selected problems for particular attention will include direct regulation of private business, the maintenance of high levels of productive

employment, and the problems of direct and indirect control in a mobilization economy. As in Course 230, the development of criteria of public and private policies calculated to satisfy social purposes without undermining the strength of private enterprise, will be the primary object of analysis. The conduct of the course will be similar to that of the first term.

This course is required of all second-year students who do not take Course 204.  
*Prerequisite:* Course 230.

### MARKETING AND DISTRIBUTION

160. *MARKETING*. First term. Credit three hours. Mr. Thurlby and Mr. Rathmell.

A study of the policies and principles governing the distribution of goods from producers to consumers and of the functions performed by the various types of distributive agencies involved. The case method is employed, and the management point of view is emphasized. Special attention is given to governmental rules and regulations affecting marketing activities. Among the topics considered are the following: the nature and scope of marketing problems; merchandising; the influence of buyers and consumers on marketing programs; channels of distribution, including an analysis of wholesale and retail agencies; and marketing costs, efficiency, and trends.

261. *SALES MANAGEMENT*. Second term. Credit three hours. Mr. Rathmell.

An analysis of the problems of representative companies in formulating sales policies and in managing their sales organizations. Detailed consideration is given to broad problems of product and market planning; the determination of sales territories; the selection, training, compensation, stimulation, and control of the sales force; and the control of marketing costs. Cases devoted to practice of typical companies are examined and appraised. *Prerequisite:* Marketing 160.

262. *MARKETING RESEARCH*. First term. Credit three hours. Mr. Rathmell and Mr. Thurlby.

The techniques of marketing research are emphasized with major consideration being given to the determination of research objectives and the procedures involved in conducting marketing investigations. While the applications of marketing research receive special attention, the extensive utility of this management tool beyond the usual market survey approach is stressed. Participation in a group project enables the student to apply his knowledge of the subject. *Prerequisites:* Marketing 160 and Statistics.

263. *RETAILING*. First term. Credit three hours. Mr. Rathmell.

A study of the retail distribution structure in the United States and of the problems involved in successful store operation under current conditions. Among the important topics considered are the following: kinds and types of retail stores and trends in their development; store location and layout; merchandise, sales promotion, and service policies; buying, merchandise control, and pricing methods; personnel organization and problems; advertising and personal salesmanship; store operation; accounting, credit, and finance; and general management problems. *Prerequisite:* Marketing 160.

264. *ADVERTISING MANAGEMENT*. Second term. Credit three hours. Mr. Thurlby.

An appraisal of advertising as a management tool in the marketing of consumers' and industrial goods. Among the topics treated are the following: research as a basis for defining advertising objectives; determination and control of the advertising appropriation; selection of media; measuring advertising effectiveness; and coordination and integration of advertising with other sales activities. Important case histories are analyzed, and social and economic aspects of the subject are stressed. *Prerequisite:* Marketing 160.

266. *FOREIGN MARKETING*. Second term. Credit three hours. Mr. Thurlby.

A study of management problems encountered by manufacturers serving foreign markets. Among the problems to be considered are the following: determination of market characteristics; organizing for distribution; establishment of productive capacity; branch and assembly plant operations; material and purchase-parts policies; labor problems; capital control and transfer; and management control. Representative national markets from the several continental regions will be used for illustration. Particular emphasis will be given to large-scale foreign enterprises. *Prerequisite:* Marketing 160.

269. *MARKETING SEMINAR*. Second term. Credit three hours. Mr. Thurlby.

A consideration of important current problems in the field of distribution together with an appraisal of their economic and social significance. In addition to research in particular areas of interest, students are required to evaluate the contributions of various writers to marketing literature. Special attention is given to current developments in marketing theory. Oral and written reports constitute an integral part of the course. *Prerequisite:* Marketing 160 and 262.

### STATISTICS

*STATISTICS* (ILR 210). First term. Credit three hours.

An introduction to basic concepts and application of statistics: description of frequency distributions (averages, dispersion, and simple correlation) and introduction to statistical inference.

### TRANSPORTATION

180. *TRANSPORTATION*. First term. Credit three hours. Mr. Hutchins.

A study of American transportation from the points of view of carriers, shippers, and public authorities. The emphasis is on the economics and practices of rate making, especially of railroads. Among the most important topics covered are: rates and the location of industry; national traffic flows; theory of rates; classification of freight; rate systems; commodity rate structures; new types of rates; rate divisions, rate bureaus, and other intercarrier relations; the development of regulation; the determination of the general level of rates; reasonableness of particular rates; the long and short haul clause. Lectures, cases, and discussions.

181. *TRANSPORTATION*. Second term. Credit three hours. Mr. Hutchins.

A continuation of Transportation 180. New construction and abandonment; new equipment; railroad operations and service; policy problems; railroad finance and its regulation; consolidation; motor carrier transportation, operations, and rate structures; tramp shipping, including charters and charter rates; ocean liner services, rates, and conferences; merchant marine policy; port and terminal facilities; some aspects of air transportation and air policy. *Prerequisite:* Transportation 180.

280-281. *TRANSPORTATION SEMINAR*. Throughout the year. Credit three hours a term. Mr. Hutchins.

Study and individual research in selected problems in transportation. Prerequisite: Transportation 180-181, or consent of the instructor.

#### PUBLIC ADMINISTRATION AND POLICY

204. *NATIONAL ADMINISTRATION AND PUBLIC POLICY*. Second term. Credit three hours. Mr. Litchfield and other members of the staff.

Analysis of the over-all organization of the executive branch of the federal government. Brief description and analysis of the interrelationship of such central management agencies as the Bureau of the Budget, the General Accounting Office, and the Civil Service Commission. Primary emphasis will be placed upon an intensive analysis of selected line agencies both with a view to their administrative activities and also with particular reference to the substantive policy issues emerging in their areas. *Prerequisites*: Administration 100-101. Required of all students in the School who have not previously taken a course in national government.

205. *STATE ADMINISTRATION*. Second term. Credit three hours. Mr. Hillhouse.

Critical analysis of American state administration with principal reference to the conduct of central management functions and the problems associated with the performance of the major state administrative activities such as public welfare, hospital administration, public works programs, prison management, etc. *Prerequisite*: Administration 100.

206. *OVERSEAS ADMINISTRATION*. First term. Credit two hours. Mr. Litchfield.

Analysis of the planning, staffing, organization, and operational problems encountered in the administration of the United States' growing overseas responsibilities. Special attention will be given to the Occupied Areas, E.C.A., and Point IV programs. *Prerequisite*: Administration 100.

207. *INTERNATIONAL ADMINISTRATION*. Second term. Credit three hours. Mr. Litchfield.

An analysis of the administrative organization, processes, and practices of the agencies of the United Nations and of selected *ad hoc* international bodies. The seminar is intended primarily for students of the administrative process and for those whose professional work may bring them into contact with the executive agencies charged with international responsibilities. *Prerequisite*: Administration 100.

208. *COMPARATIVE PUBLIC ADMINISTRATION*. First term. Credit three hours. Mr. Litchfield.

An analysis of the administrative process in selected European and American governments. Especial attention will be given to the difference between democratic and totalitarian countries. The course will conclude with an appraisal of administrative practice and its relation to democratic organization in the modern world. *Prerequisite*: Administration 100 and some orientation in comparative governments, comparative law, or comparative economic practice and organization.

218-219. *MUNICIPAL ADMINISTRATION*. Throughout the year. Credit three hours a term. Mr. Hillhouse.

A review of the structure of American municipal government. Specific analysis of the administrative process in both large and small cities. Emphasis will be placed upon the acquisition of the knowledge and techniques necessary to administer municipal programs or to work effectively with municipal officials rather than upon general background materials. The course will include descriptive literature of the field but will also place heavy reliance upon case materials. *Prerequisite:* Administration 100.

*PROBLEMS IN PUBLIC ADMINISTRATION* (Agr. Econ. 236). First term. Credit three hours. Mr. Lutz.

Attention is given to a number of problems in public administration, with special reference to New York, including state and local planning, personnel administration, financial administration, and administrative organization.

*ADMINISTRATION OF PUBLIC AGRICULTURAL PROGRAMS* (Agr. Econ. 237). Second term. Credit two hours. Mr. Lutz.

An examination of existing governmental organization for administering and financing public agricultural programs; a study of some problems of administration and finance, including organization of agencies, management of personnel, budgetary management, interagency relationships (federal, state, and local), and relationships among federal, state, and local levels of government. Agricultural Economics 130 or one or more courses in government and public administration are desirable but not required before taking this course.

*SEMINAR IN PROBLEMS OF PUBLIC ADMINISTRATION* (Govt. 286). Second term. Credit two hours. Mr. Dotson.

#### SPECIAL STUDIES

010. *DIRECTED READING AND RESEARCH*. Either term. Credit hours adjusted to the work load. Supervision of selected staff member.

Individualized reading, research, and reports in fields of special interest in either business or public administration. Registration in this course is permitted second-year students only on approval of the student's adviser, the faculty member involved, and the Dean. Credit hours allowed must be approved by the Dean.

# Candidates for Degrees

JUNE, 1954

- Baxter, Donald Earl, Arts—Business and Public Administration . . . Wyoming, Ohio
- Bell, Robert Charles, Arts—Business and Public Administration . . . Pittsburgh, Pa.
- Benson, Beverley, Arts—Business and Public Administration . . . Hartsdale, N.Y.
- Bernard, Jean, License en droit, 1952, Faculte de droit de Paris . . . Paris, France
- Bernstein, Maynard C., B.A., 1951, Pennsylvania State College . . . Scranton, Pa.
- Bissell, John McLachlan, B.S., 1952, Cornell University . . . St. Thomas, Virgin Is.
- Bock, Bernhard Paul, B.A., 1952, Middlebury College . . . Montreal, Can.
- Bomze, Paul Edward, Arts—Business and Public Administration . . . Philadelphia, Pa.
- Bosshardt, Richard Max, Electrical Engineering—Business and Public Administration . . . Swarthmore, Pa.
- Campbell, Bruce Roscoe, Electrical Engineering—Business and Public Administration . . . Larchmont, N.Y.
- Daly, Robert Francis, B.S., 1952, College of the Holy Cross . . . Rochester, N.Y.
- Dewey, Joseph Sigel, Arts—Business and Public Administration . . . Cortland, N.Y.
- Dickason, Donald Garrett, Arts—Business and Public Administration . . . Champaign, Ill.
- Dillon, John Richard, B.S., 1952, Cornell University . . . Bloomsburg, Pa.
- Duff, Thomas Oliver, Electrical Engineering—Business and Public Administration . . . Pittsburgh, Pa.
- Eckardt, Harold Helmut, Certificate, 1952, Hamburg University . . . Hamburg, Germany
- Faryar, Nasrollah, B.A., 1937, University of Teheran . . . Teheran, Iran
- Ferreira, Manuel James, Arts—Business and Public Administration . . . Hyde Park, Mass.
- Franklin, Marc Adam, Arts—Business and Public Administration . . . Brooklyn, N.Y.
- Gamrin, Edward, Arts—Business and Public Administration . . . Brooklyn, N.Y.
- Geiger, Erwin Paul, Arts—Business and Public Administration . . . Markt Oberdorf, Germany
- Gold, Arthur Saul, B.A., 1952, Union College . . . Schenectady, N.Y.
- Grainge, Clarence Robert, University of Buffalo—Business and Public Administration . . . North Tonawanda, N.Y.
- Graziano, Calvin August, Agriculture—Business and Public Administration . . . Oswego, N.Y.
- Gundersen, Finn Andreas, Certificate, 1952, Bedriftsokonomisk Institutt . . . Narvik, Norway
- Hall, Miss Marilyn Helen, Arts—Business and Public Administration . . . Kenmore, N.Y.
- Halpern, Lester Leon, B.A., 1952, Brown University . . . Holyoke, Mass.
- Hardinge, Harlowe DeForest, Arts—Business and Public Administration . . . York, Pa.



- Hawe, Miss Georgene, B.A., 1952, Syracuse University . . . Richfield Springs, N.Y.
- Herster, Charles Anton, B.S. in Ch.E., 1944, Lafayette College . . . Easton, Pa.
- Hicks, Jarvis Byron, Mechanical Engineering—Business and Public  
Administration . . . Woodbury, N.J.
- Hinden, Henry, Arts—Business and Public Administration . . . Lawrence, N.Y.
- Jaeckel, John Edmond, Arts—Business and Public Administration . . . Leonia, N.J.
- Jasinski, Robert Michael, Arts—Business and Public Administration . . . Brooklyn,  
N.Y.
- Jenner, Peter Lindsay, Electrical Engineering—Business and Public  
Administration . . . Le Roy, N.Y.
- Johansen, Donald Fred, Hotel Administration—Business and Public  
Administration . . . Oak Park, Ill.
- Johnson, Bruce Alan, Arts—Business and Public Administration . . . Upper Montclair,  
N.J.
- Jung, Harold Erich, Arts—Business and Public Administration . . . New Canaan,  
Conn.
- Kahn, Miss Susan, Arts—Business and Public Administration . . . New York, N.Y.
- Kelly, James Donald, Electrical Engineering—Business and Public  
Administration . . . Brooklyn, N.Y.
- Kennedy, George Maxwell, Mechanical Engineering—Business and Public  
Administration . . . Grosse Pointe, Mich.
- Kent, William Beckwith, B.S., 1948, Cornell University . . . Ithaca, N.Y.
- Krieger, Richard Ira, Arts—Business and Public Administration . . . East Orange, N.J.
- Levy, George David, B.A., 1952, University of Vermont . . . Newton, Mass.
- Lind, Robert, Certificate, 1948, Otto Treiders Handelsskole . . . Oslo, Norway
- MacLeod, James Naylor, B.A., 1952, University of Maine . . . Bangor, Me.
- Manchester, Eli, Jr., Mechanical Engineering—Business and Public  
Administration . . . Darien, Conn.
- Marchant, Reginald Clyde, Electrical Engineering—Business and Public  
Administration . . . Spring Valley, N.Y.
- Mayr, William Brune, Arts—Business and Public Administration . . . Arlington,  
Va.
- Morgan, Richard Lee, B.B.A., 1952, Southern Methodist University . . . Dallas,  
Texas
- Mortemart, Charles, Diploma, 1952, Ecole Superieure des Sciences  
Commerciales Appliquees . . . Neuilly, France
- Mostoff, Allan Samuel, Industrial and Labor Relations—Business and Public  
Administration . . . Brooklyn, N.Y.
- Nixon, John William, Arts—Business and Public Administration . . . New Britain,  
Conn.
- Ostrow, Joseph Martin, Arts—Business and Public Administration . . . New Canaan,  
Conn.
- Patterson, James Milton, B.S., 1948, U.S. Merchant Marine Academy . . . Destin,  
Florida
- Paul, Ralph Shale, Arts—Business and Public Administration . . . Dravosburg, Pa.
- Peshkin, Richard Andrew, Arts—Business and Public Administration . . . Great Neck,  
N.Y.
- Posner, Samuel, Arts—Business and Public Administration . . . Brooklyn, N.Y.

- Pranich, Miss Chamrasratna, Bach, in Accounting, 1944, Chulalongkorn University . . . . . Bangkok, Thailand
- Price, Henry Embleton, B.A., 1934, Lehigh University . . . . . Ithaca, N.Y.
- Quinn, Collin Patrick, B.A., 1952, University of Toronto . . . . . Montreal, Can.
- Reynolds, Francis A., Jr., B.S. in M.E., 1952, Worcester Polytechnic Institute . . . . . Athol, Mass.
- Roudebush, Thomas McCann, B.A., 1952, Denison University . . . . . Shaker Heights, Ohio
- Sacra, Glenn Hamilton, B.M.E., 1952, Cornell University . . . . . Cocksylvie, Md.
- Sahler, James Howard, Agriculture—Business and Public Administration . . . . . Accord, N.Y.
- Sampson, Paul Lyndon, Arts—Business and Public Administration . . . . . Massapequa, N.Y.
- Severin, Philip, Jr., Arts—Business and Public Administration . . . . . Larchmont, N.Y.
- Smith, Richard Carpenter, Mechanical Engineering—Business and Public Administration . . . . . Cincinnati, Ohio
- Speiden, Clement Leith, Mechanical Engineering—Business and Public Administration . . . . . Somerset, Va.
- Tate, James Arthur, B.A., 1952, Cornell University . . . . . Reno, Nev.
- Thiruchelvam, Selvadurai, B.A., 1951, University of Malaya . . . . . Singapore, Malaya
- Thomas, Stanley Emmett, Jr., Electrical Engineering—Business and Public Administration . . . . . Scranton, Pa.
- Tinel, Pierre, Diploma, 1952, Ecole Supérieure de Commerce du Havre . . . . . Le Havre, France
- van Berkum, Miss Eveline Eleonore, B.A., 1941, University of Toronto . . . . . Fenwick, Can.
- Warshauer, Stuart, Arts—Business and Public Administration . . . . . Richmond Hill, N.Y.
- Weil, Gerald Monroe, Arts—Business and Public Administration . . . . . Ridgewood, N.J.
- Weiskerger, Robert Eckter, Arts—Business and Public Administration . . . . . Ithaca, N.Y.
- Werner, John Edward, Mechanical Engineering—Business and Public Administration . . . . . St. Albans, N.Y.
- West, Charles Whitney, Jr., Electrical Engineering—Business and Public Administration . . . . . West Point, N.Y.
- Wright, Richard Morse, Arts—Business and Public Administration . . . . . Canajoharie, N.Y.

## JUNE, 1953

- Andreson, Nicholas Ernest, B.A., 1951, Clark University . . . . . Worcester, Mass.
- Buckley, David Weed, B.A., 1952, Cornell University . . . . . Scarsdale, N.Y.
- Chase, Charles Rendsland, Jr., B.A., 1950, Alfred University . . . . . Hornell, N.Y.
- Chin Hee Hing, Henry, B.A., 1935, Rangoon University . . . . . Singapore, Malaya
- Cook, Kenneth Ellis, B.A., 1952, Cornell University . . . . . Great Neck, N.Y.
- Corman, Elliot Bernard, B.A., 1951, Harvard College . . . . . Chelsea, Mass.
- Davis, James Kotsilimbas, B.A., 1951, Harvard College . . . . . Worcester, Mass.
- Field, William Stephenson, B.A., 1951, Cornell University . . . . . Montclair, N.J.
- Fowler, Glenn Crawford, B.S., 1951, University of Rochester . . . . . Oak Park, Ill.
- Fried, Albert, Jr., B.A., 1952, Cornell University . . . . . Brooklyn, N.Y.
- Gold, Jay Bernard, B.A., 1952, Cornell University . . . . . Brooklyn, N.Y.

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| Hartford, William John, B.A., 1951, Cornell University        | Buffalo, N.Y.            |
| Heron, William Kennedy, B.S., 1951, University of Rochester   | Rochester, N.Y.          |
| Heyer, Robert Winthrop, B.S., 1951, University of Rochester   | East Rochester, N.Y.     |
| Johnson, John Gardner, B.A., 1952, Cornell University         | Owego, N.Y.              |
| Klivaner, Ariel, B.S., 1952, Cornell University               | Rehovoth, Israel         |
| Krause, Alan Mortimer, B.A., 1952, Cornell University         | Cleveland, Ohio          |
| Leigh, Michael Telfer, B.A., 1952, Cornell University         | Riverside, Conn.         |
| Lem, Charles Geeyu, B.A., 1952, Cornell University            | Racine, Wisc.            |
| MacLean, Douglas Grant, B.A., 1952, Cornell University        | St. Petersburg, Fla.     |
| Mahoney, William Francis, B.E.E., 1952, Cornell University    | Rochester, N.Y.          |
| Marcouiller, Timothy James, B.S., 1951, Georgetown University | Hastings-on-Hudson, N.Y. |
| O'Neill, Laurence James, B.S., 1952, Ithaca College           | Lawrence, Mass.          |
| Payne, Roy Reubin, Jr., B.M.E., 1952, Cornell University      | Chatham, Va.             |
| Read, Donald Everett, B.M.E., 1950, Cornell University        | Thiensville, Wisc.       |
| Sandburg, Richard Rex, B.A., 1949, Cornell University         | Cincinnati, Ohio         |
| Shaw, Sidney Eliphas, B.A., 1952, Cornell University          | Rome, N.Y.               |
| Staples, Stanley Bradford, B.A., 1950, DePauw University      | Boston, Mass.            |
| Stee, Thomas Richard, B.A.Sc., 1947, University of Toronto    | Toronto, Can.            |
| Stetter, Edward Harrison, B.A., 1952, Cornell University      | Asbury Park, N.J.        |
| Stratton, Mark Hayne, B.A., 1952, Cornell University          | Ridgewood, N.J.          |
| Temkin, Robert Morton, B.S., 1951, Cornell University         | Rochester, N.Y.          |
| Turner, Thomas Reed, B.A., 1951, Cornell University           | Dayton, Ohio             |
| Welch, Stephen Townsend, B.A., 1950, Middlebury College       | Poughkeepsie, N.Y.       |